



Development *Alternatives*, Inc.

Great Limpopo Transboundary Natural
Resources Management Initiative (USAID/
Regional Center Southern Africa)

Natural Resource-Based Enterprise Development in Great Limpopo TBNRM Area

Proceedings of an Orientation Workshop

**19—20 MARCH 2003 AT EILAND RESORT,
LETSITELE, LIMPOPO PROVINCE, SOUTH AFRICA**

**Sponsored by:
USAID/Regional Center for Southern Africa**

**Organized and conducted by Development Alternatives, Inc.
In association with Ebony Consulting International (Pty.)**

**Proceedings compiled by: M.M. Mathebula
Community NRBE Support Specialist**

Document #03-002-WPR-004

TABLE OF CONTENTS

TABLE OF CONTENTS.....	2
1. INTRODUCTION.....	3
2. WORKSHOP OBJECTIVES.....	3
3. WORKSHOP MECHANICS.....	4
4. WORKSHOP SESSIONS.....	4
4.1. Overview of Great Limpopo TBNRM Initiative	4
4.2. NRBE Profiles	4
4.2.1. Gazan Trust.....	4
4.2.2. Mahumani Trust.....	5
4.2.3. Mabunda Citrus Farm.....	5
4.2.4. Nghunghunyani Wildlife Association	5
4.2.5. Selwana Citrus Farm.....	6
4.3. Projects' Expectations (Group Work)	6
GROUP A: Mabunda and Selwana Citrus Farms – Agriculture.....	6
GROUP B: Nghunghunyani Wildlife Association and Mahumani trust – Tourism.....	6
GROUP C: Gazan Trust.....	6
GROUP D: Government Departments.....	6
4.4. NRBE Development Services (see Appendices B, C, D & E).....	7
4.5. Presentations By Private Sector Representatives.....	7
4.5.1. Transfrontier Tourism Opportunities – Joris Bertens	7
4.5.2. Potential Investments – Hans Harri.....	7
4.5.3. Tourism Enterprise Programme – Gay Mokoena.....	7
4.6. Government Programmes.....	7
4.6.1. Department of Agriculture- presented by Mr. Mabilo Masaka.....	7
4.6.2. Department of Land Affairs – presented by Mr. Chris Schalkwyk.....	8
4.7. Endorsement By The Traditional Authorities.....	8
4.7.1. CHIEF HLOMELA.....	8
4.7.2. CHIEF MAHUMANI.....	8
4.7.3. HOSI DZUMERI.....	8
4.7.4. KGOSHIKGADI SELWANE.....	8
4.7.5. HOSI MAGONA.....	8
4.8. Thanks And Way Forward.....	8
APPENDIX A: NRBE INTRODUCTORY ORIENTATION WORKSHOP PROGRAM	1
APPENDIX B: GREAT LIMPOPO TBNRM INITIATIVE – NRBE DEVELOPMENT: AN OVERVIEW FOR PARTNERS AND COLLABORATORS (TODD JOHNSON).....	1
APPENDIX C: COMMUNITY PARTNERSHIP SUPPORT (GIDEON MANZINI).....	1
APPENDIX D: ENTERPRISE DEVELOPMENT SUPPORT (MAXWELL MATHEBULA)	1
APPENDIX E: INFORMATION & AWARENESS SUPPORT (LOUIS MNCINA).....	1
APPENDIX F: WILDLIFE & ENVIRONMENTAL ISSUES: UNREALIZED OPPORTUNITIES FOR COMMUNITIES IN THE TFCA NI LIMPOPO PROVINCE (JEREMY ANDERSON)	1
APPENDIX G: TOURISM ENTERPRISE PROGRAMME (GAY MOKOENA).....	1
APPENDIX H: LAND ADMINISTRATION IN COMMUNAL AREAS (CHRIS SCHALKWYK).....	1
APPENDIX I: THE LONG WALK TO SUSTAINABLE DEVELOPMENT (HOSI K. A. MAHUMANI)	1

1. INTRODUCTION

The Great Limpopo TBNRM Initiative began its field-based efforts to facilitate Tangible Economic & Social Benefits for Communities within the TBNRM Area in January 2003. Working from a list of potential natural resource-based enterprises (NRBEs) in the South African portion of the Great Limpopo Transfrontier Conservation Area (TFCA) developed in the 4th quarter of 2002, the implementation team conducted rapid appraisal of more than 40 possible project sites in eastern Limpopo and Mpumalanga provinces. Following this appraisal process, the Initiative scored each against a set of objective criteria, resulting in selection of five community structures with which the TBNRM team would engage in the development and establishment of NRBEs.

The next step in the process of developing these NRBEs was to conduct an introductory orientation workshop with the five selected community structures to increase their understanding of the TBNRM program, the Great Limpopo Transfrontier process, and the specific types of support that the Initiative team is able to provide to the structures in developing their NRBEs. An additional objective was to clearly indicate the types of support the program could not provide (e.g., financing). Finally, the interaction of the five structures in a common forum was intended to facilitate interaction among them to identify and address issues and challenges common to all of them.

This report is the proceedings of this workshop, conducted 19th and 20th March 2003 at the Eiland Spa in Letsitele, Limpopo Province. A copy of the workshop programme is attached as Annex A.

2. WORKSHOP OBJECTIVES

The objectives of the NRBE Introductory Orientation Workshop were generally to introduce the Great Limpopo TBNRM Initiative to the five selected community structures in a common forum that would demonstrate our desire for transparency and open engagement. This need stems from the context of mistrust in the communities that opportunists have created with offers of investment made to communities that have subsequently not materialized. Invitations to national, provincial, and municipal government levels was also hoped to create an atmosphere of trust between the community structures and these relevant government offices. Finally, one of the general objectives of the workshop was to enhance knowledge among the structures of the each other's activities, to identify commonalities that could be tapped to fast-track the enterprise development process. Specific objectives for this workshop were the following:

- To provide an overview of the Great Limpopo TBNRM Initiative, including the overall goal of USAID support to the tri-national process of establishing the Great Limpopo TFCA;
- To formally introduce the DAI and ECI implementation team members and describe their respective roles in NRBE development;
- To describe the process used in identifying and selecting the community structures invited to the workshop;
- To facilitate sharing by the selected structures of their organizational history, past and current activities, and future aspirations;
- To determine the expectations by the community structures and government participants of the types of support the TBNRM Initiative might provide;
- To detail for the NRBE structures the specific types of services that the TBNRM Initiative team could provide
- To allow national and provincial agencies an opportunity to describe their programs that might also support NRBE development; and
- To afford the Traditional Authority leaders an opportunity to comment on the possibilities for partnership between the community structures and the Great Limpopo TBNRM Initiative.

Each of these objectives was achieved through individual sessions described in more detail in the sections that follow.

3. WORKSHOP MECHANICS

At the beginning of the workshop participants introduced themselves and wrote their names on an A4 sheet for easy identity by the facilitator and other participants as well. Participants were requested to indicate their expectations in terms of the outcomes of the workshop. This information was used to further develop and refine the objectives.

The facilitator adopted a participative approach in order to ensure maximum contribution by the NRBE Introductory Orientation Workshop participants. A group task was done for the participants to highlight their expectation of the TBNRM Initiative's involvement with these communities. The groups were clustered in accordance with their core business that is those who are in agribusiness like citrus were in one group and those in wildlife tourism in another group. This was meant to share information with each other and co-assist each other in areas where they have commonalities. Each group had a maximum of 6 people. The grouping based on the similarities of sectors enabled optimum participation by members of the group.

Each group was asked to nominate a representative to report back to the plenary. Following each presentation, questions were asked and clarity given by the group and/or additions made where there have been omissions by the presenters. Presentations were made on each of the documents referred to above. Each presentation was followed by questions for clarity, group tasks and report back.

4. WORKSHOP SESSIONS

4.1. Overview of Great Limpopo TBNRM Initiative

Todd Johnson, DAI Chief of Party for the Great Limpopo TBNRM Initiative, presented an overview of the Great Limpopo TBNRM program. He described the overall strategic objective of the USAID Regional Center for Southern Africa in supporting SADC in achieving increased interstate cooperation in the management of shared resources, the tri-national Great Limpopo Transfrontier process that the TBNRM Initiative supports, and the components used to implement the program of support by USAID to this tri-national process. Mr. Johnson then described the tasks being undertaken to accomplish the objectives, with particular emphasis on the Community NRBE Development tasks. He closed his presentation with a description of the small grants awarded to local NGOs, the selection process used for determining which community structures the Initiative might support, and the list of structures represented at the workshop.

The presentation was followed by questions from the community representatives and other workshop participants on issues such as the benefits to the community from TBNRM Initiative involvement, how the unsettled land claims will be handled, and the budget and duration of the Initiative. The Chief of Party responded by stating that DAI has not been mandated to resolve land claims issues, that DAI would like assist communities develop investment opportunities based on their natural resources, and that the present contract is scheduled to end in September 2003. He further explained that this was one reason that the Initiative team would merely act as brokers between the communities and public or private sector investors. It was explained that one of our goals was to facilitate joint venture agreements, as well as identify institutions that could provide continuing support toward capacity building. See **Appendix B** for a full text of the presentation.

4.2 NRBE Profiles

4.2.1 Gazan Trust

The Trust was formed by four communities that came together in Mtititi, Bevhula, Madonsi and Magona (Gidjana). This Trust was formed based on the fact that their livestock was being destroyed by wildlife like lions and other predators. After such incidents they realized that they receive no

compensation from the authorities. There is a mine at Mtiti that has now been closed for operations and no rehabilitation was done after the closure. The latter issue has led to fatalities wherein people and livestock fell into the mine holes that were not rehabilitated. The owners of the mine have never come back to compensate the communities on the loss to their stock.

The Trust is underpinned by activities in tourism, agriculture and mining. On tourism they have two camps for professional hunting and photographic safaris.

4.2.2. Mahumani Trust

The Mahumani Trust is based in the District Municipality of Giyani in the Nkomo village and comprises several villages including Mahumani, which acts as the headquarters of the tribal authority. The trust was legally registered in 2003 with objectives of utilizing funds optimally for beneficiaries of the trust. The community of Mahumani boasts a lot of natural resources such as the saltpan, the island, wetland with a hot spring and some chalets built from mud. The Baleni area used the old flotation method to extract salt from the pan by using grass and the sandy soil. There had been lots of interesting legendary stories about the area of the pan that if certain rules aren't followed something wicked will happen to such trespassers. There are six ringdoves built in the area of Baleni and an entrance fee is charged upon entering the area. There are people that have been employed in the Baleni camp manning the area on a full time basis.

The future plans of the Mahumani Trust is to build a *lapa* in the area of Baleni, build a lodge, open a resort with wildlife, erect tented camps, and build a camp around the footprints and potholes recently discovered. There will be commercialization of the area so that sustainability could be achieved. Programmes such as the Ivory Route will be of help to the Trust.

4.2.3. Mabunda Citrus Farm

This is an agricultural project that is based in the village called Xitlakati west of the Great Letaba River. The main objective of the farm is creating job opportunities for the masses of unemployed people living in the fifteen villages of the Greater Giyani municipality. They were assisted by the Greater Giyani Municipality through the IDP with an amount of R1.5 million to upgrade the farm. Training programmes were conducted by the Dept. of Agriculture but they still need more capacity building to be able to sustain themselves. Du Roi, a company from Letsitele, is currently assisting them to manage the farm. Sixty-five workers have now been permanently employed in the farm. The farm was initiated in 1998 by the now defunct ARDC and thirty farmers were identified to run the farm after the demise of ARDC. They operate in a space of about 300 hectares.

The farm encounters problems such as funding, hippos which ravage their plants, lack of certain cultivar of plants like turnkey Valencia, failed crops, no pack house as the one they were using is in Hazyview and is very expensive to hire it due to the distance, no title deed although a tribal resolution will be taken on the 28 March 2003 by the whole community involved in the project.

The plans for the Mabunda Citrus farm is to have a pack house, a tourism facility next to the dam as there are lots of hippos, and seek investors for a factory to manufacture juice from the citrus fruit.

4.2.4. Nghunghunyani Wildlife Association

This is an Association of three communities of Ndindani, Hlomela and Muyexe. The Association is formed by the Trusts that come from the three communities. The Dept. of Land Affairs has assisted the trust. Plans for the Association are to negotiate with Kruger National Park for 12,500 hectares of land, management of problem animals through zoning, economic empowerment, help manage and oversee the fence which is currently damaged and to have cultural villages that will serve tourists coming to the area.

4.2.5. Selwana Citrus Farm

The project was initiated by the defunct ARDC, abolished by the Limpopo Provincial Legislature. The Selwana Cooperative has 66 hectares with six people working 33 hectares for citrus and 33 hectares of mangoes. Three males and three female employees are working here. The project is in bad shape due to the fact that they had about R700,000 in their bank account of which R500,000 was “lent” to ARDC in a manner which the project did not even have a back up to make follow-ups with the ‘dead’ structure. The project tried its best to make follow-ups with the Provincial MEC for Agriculture to find ways and means to get the money reimbursed to them but to no avail. The other amount was used for buying fumigants and payment of electricity. They, as well as the Mabunda farm, are getting project management training by Du Roi, a company based in Letsitele. The latter is a CPPP (community private public partnership) for the transfer of both skills and knowledge to the community.

The future plan for Selwana Citrus farm is get financial as well as management capacity building and further development of the project. The farm also gets assistance from the Dept of Agriculture in terms of additional policy and institutional arrangement of the developments around the project.

4.3. Projects’ Expectations (Group Work)

The projects were given an opportunity to discuss their expectations where thirty minutes was allotted to each group to come up with such expectations. This was meant to extract, as much as possible, what the projects think would be useful interventions by DAI in their respective communities. This will serve to assist the team to understand the sentiments around the work being conducted in such areas. Projects were grouped based on the similarities of their activities and three groups were formed with instructions to appoint a reporter and a scribe to put their ideas on a flipchart.

GROUP A: Mabunda and Selwana Citrus Farms – Agriculture

The expectations from the two projects were that they would like to be assisted with a processing factory, financial backup, road construction to the project, training, business linkages, and information dissemination and/or marketing their products.

GROUP B: Nghunghunyani Wildlife Association and Mahumani trust – Tourism

The expectations from group B were more or less the same as that of group A in that they were looking for technical assistance, local and international marketing of their product, capacity building, ecology education, facilitation of dialogue between government and the project, distribution of statutory information, facilitate workshops and development.

GROUP C: Gazan Trust

The expectations from this group were that they also need technical assistance, empowerment, skills development, project lifespan to be elongated, DAI team to work closely with projects in order to avoid errors by projects, advertising and marketing for project products be done, and finally help to secure investments/investors.

GROUP D: Government Departments

The group was composed of government representatives that were invited to the workshop to give inputs on their role as relevant departments dealing with the five NRBEs that had been selected. Their expectations of DAI team was that there should be constant coordination of activities so that they also could know the team better, help NRBEs to assess business plans in ecotourism, greater detail on who DAI is linking with from the initial stage, and that they needed to know if DAI is known by the government of South Africa.

4.4. NRBE Development Services (see Appendices B, C, D & E)

The DAI team made presentations on the programmes that will be offered to the NRBEs starting with Community Structures Support that was conducted by Gideon Manzini, this is the role the team will conduct of supporting weak structures and strengthening those strong ones. The Community NRBE Support Specialist's presentation followed. The presentation focused on the Enterprise Development process wherein the community structures will be supported in brokering deals with private sector, facilitate access to finance, access to markets, access to information and business linkages. The Information Specialist spelt out what information will be disseminated to the community structures like information on regulatory framework and /or information on the Great Limpopo Transfrontier Park. The Technical and Environmental support specialist spelt out the areas that are of importance for NRBEs to know when embarking on any project that such a project should be environmentally approved based on the EIA (see Appendices for the full text of the presentations).

4.5. Presentations By Private Sector Representatives

4.5.1. Transfrontier Tourism Opportunities – Joris Bertens

Joris Bertens is the Managing Director of Sefapane Lodge & Safaris based in Phalaborwa in the Limpopo Province (see **Appendix F** for full text of the presentation).

4.5.2. Potential Investments – Hans Harri

Mr. Hari stated that there are opportunities that are so vast in the area like Letaba Ranch of which he personally attempted to submit a plan for a lodge that could help employ people of the surrounding area. This process, however, has taken far too long to get underway and attempts are being made to speak to the Provincial Tourism Board to have the plans to revive the Letaba ranch to be more attractive than what it is now. Letters to this effect have been written to the CEO of the Tourism Board, Mr. Edgar Mushwana for his response on the tourism in the area mentioned. Mention was made of the breeding of buffaloes as one way of investing in natural resources that could bring a considerable income to the community.

4.5.3. Tourism Enterprise Programme – Gay Mokoena

Gay Mokoena, the Mpumalanga Provincial coordinator for the Tourism Enterprise Programme (TEP), presented an overview of the types of support this partnership of the Business Trust and Ebony consulting International (Pty) Ltd. (ECI) is able to offer. The specific support that may be available to NRBE structures includes training support, assistance with attending trade shows and other events, and marketing assistance through business linkages. Please see **Appendix G** for full text of TEP.

4.6. Government Programmes

4.6.1. Department of Agriculture - presented by Mr. Mabilo Masaka

The Department, through its representative, spoke about the restructuring of state owned agricultural enterprises in Sisal, Cattle and Citrus. The Department forges the formation of public private partnership. On land matters mention was made of LRAD, SLAG (redistribution & restitution), land care and irrigation schemes.

The government also plays an important role in the promulgation of statutory issues in areas like control of animal diseases (e.g., FMD) red line. The Department also looks at the human resource development through the provision of bursaries and hands-on training on production techniques and management of enterprises.

The government, through the department, looks at poverty alleviation and household food security by facilitating the establishment community development, egg laying chickens, backyard gardens and donating heifers to cattle farmers.

4.6.2. Department of Land Affairs – presented by Mr. Chris Schalkwyk

this presentation was a highlight of the workshop in that it provided exceptional clarity on the processes and procedures required for communities to obtain actual Title Deeds to their communal lands. See **Appendix H** for full text of this enlightening presentation.

4.7. Endorsement By The Traditional Authorities

4.7.1. CHIEF HLOMELA

The Chief was particularly disappointed by the absence to the workshop by the Department of Environmental Affairs & Tourism (n.b. they had been invited). The latter could have shared a lot of information with the participants in matters that relate to natural resources like wild animals that directly fall in their Department's jurisdiction. They have been particularly not impressed with the relationship they have with the KNP.

4.7.2. CHIEF MAHUMANI

Chief Mahumani spoke about his community in terms renewable and non-renewable resources they boast in the area like Baleni and others. He was particularly thankful to the Chief of Party whom he renamed "Chief of Development" of their communities (see **Appendix I** for full text).

4.7.3. HOSI DZUMERI

Hosi Dzumeri did not have much to say after Chief Mahumani's speech, which he hailed as representative enough not to justify further talking from the Traditional Authorities. He felt confident now that they understood what DAI stands for and welcome their participation in economic development of his people.

4.7.4. KGOSHIKGADI SELWANE

On behalf of Kgoshikgadi, the representative echoed similar words of encouragement to DAI to assist her community from poverty and create jobs for people.

4.7.5. HOSI MAGONA

As the last speaker, he supported the moves by DAI to assist Gazan Trust to develop the community and will be fully supportive of the activities of DAI. He stated that the reason he was placed last could well be that he is the eldest of all the MaHosi present and would like to give the younger generation some wisdom.

4.8. Thanks And Way Forward

Chief of Party Todd Johnson thanked the participants for the effort they took to be in the workshop, and for the kind words and heartfelt eloquence of the MaHosi. He then quickly decried the process to be followed in moving forward with planning and development of the NRBs, including selecting viable enterprise options, planning solid business proposals, obtaining Title Deeds to communal land, identifying public or private sector investors, and negotiating the joint venture agreements. Finally, Mr. Johnson concluded by expressing his and DAI's gratitude for the successful workshop and stressed that USAID is pleased to be entering into the tri-partite partnership with communities and government to assist each stakeholder group to achieve its developmental visions.

APPENDIX A: NRBE INTRODUCTORY ORIENTATION WORKSHOP PROGRAM

***APPENDIX B: GREAT LIMPOPO TBNRM INITIATIVE – NRBE DEVELOPMENT: AN
OVERVIEW FOR PARTNERS AND COLLABORATORS (TODD JOHNSON)***

APPENDIX C: COMMUNITY PARTNERSHIP SUPPORT (GIDEON MANZINI)

APPENDIX D: ENTERPRISE DEVELOPMENT SUPPORT (MAXWELL MATHEBULA)

APPENDIX E: INFORMATION & AWARENESS SUPPORT (LOUIS MNCINA)

***APPENDIX F: WILDLIFE & ENVIRONMENTAL ISSUES: UNREALIZED OPPORTUNITIES FOR
COMMUNITIES IN THE TFCA NI LIMPOPO PROVINCE (JEREMY ANDERSON)***

APPENDIX G: TOURISM ENTERPRISE PROGRAMME (GAY MOKOENA)

APPENDIX H: LAND ADMINISTRATION IN COMMUNAL AREAS (CHRIS SCHALKWYK)

APPENDIX I: THE LONG WALK TO SUSTAINABLE DEVELOPMENT (HOSI K. A. MAHUMANI)